



US Army Corps  
of Engineers®

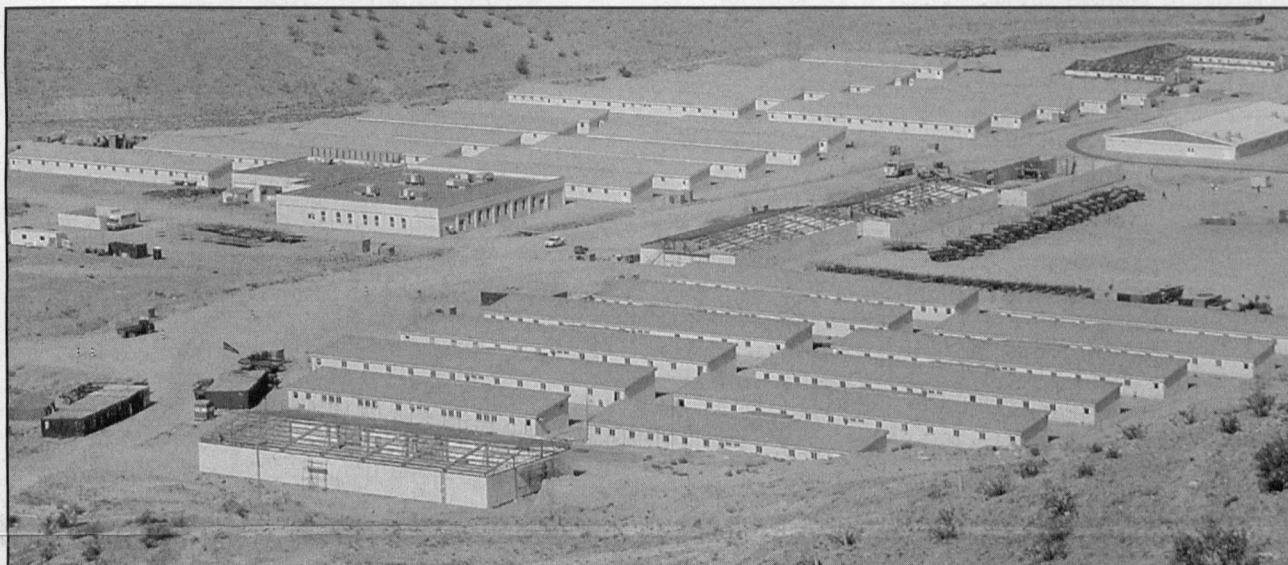
# Engineer Update

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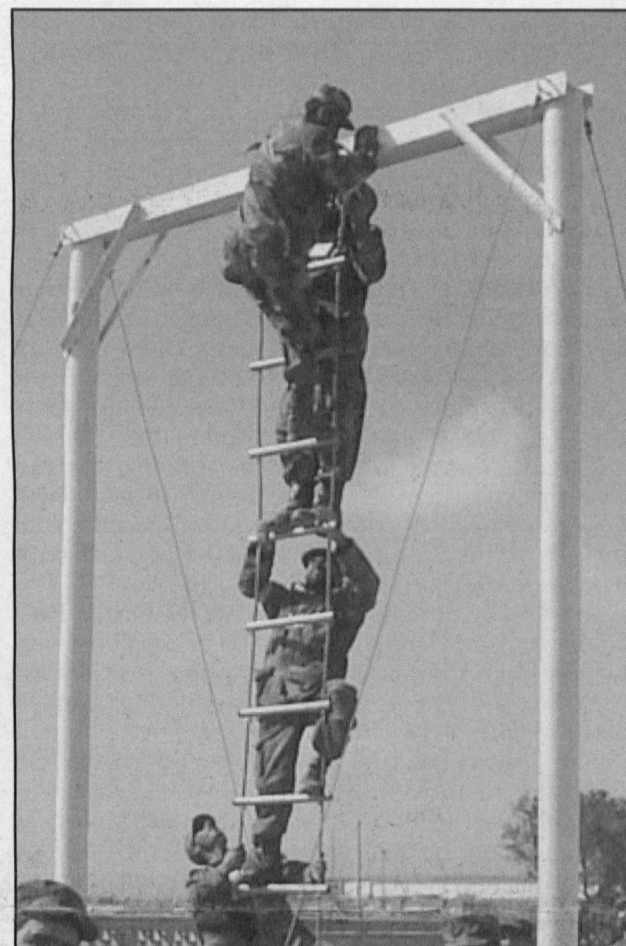
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## Afghanistan

Hard work and success  
in a war-weary nation



The barracks at the Daraulaman, an old Russian base, have been refurbished to house 4,000 Afghanistan National Army soldiers. (Photo courtesy of *Engineering News-Record*)



Afghanistan National Army soldiers train at facilities built by the Corps of Engineers. (Photo by Carol Vadino, Afghanistan Engineer District)

## Reconstruction effort shows progress

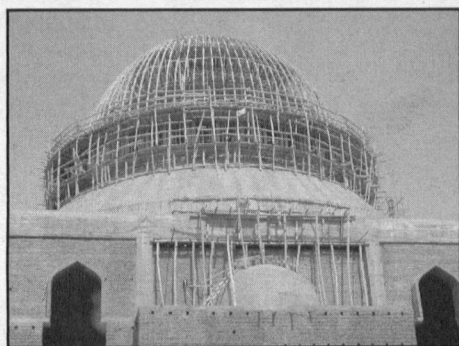
By Andrew Wright

At first glance, Kabul seems like what you'd expect of a city at war for the past quarter-century. Traffic is chaotic, thanks to a general absence of working signals. Unemployed veterans, many missing an arm or leg, hobble through clogged thoroughfares, pleading for alms. A stream trickling through the center of the city doubles as a water source and an open sewer.

From one end of town to the other, ramshackle block and masonry structures totter precariously on their foundations. It's hard to tell whether bombs or substandard construction practices cause more damage.

But life in the Afghan capital is not nearly as bleak as one might imagine. There are optimistic portents, although perhaps not as obvious. Small boys fly kites. Music blares from taxi radios. In the afternoons, uniformed schoolgirls with backpacks head home from class, laughing and joking with one another.

The Taliban banned secular music, kites, and education for women, points out Col. John O'Dowd, commander of



Contractors in Afghanistan must adapt to local construction methods. (Photo courtesy of *Engineering News-Record*)

the U.S. Army Corps of Engineers' Afghanistan Engineer District office. Seemingly normal everyday activities carry more significance in Kabul. They symbolize tentative steps toward a free and open society.

"After being beat up by the warlords, the Soviets, and the Taliban, I think the people here are pretty sick of fighting," said O'Dowd.

O'Dowd, a West Point graduate who

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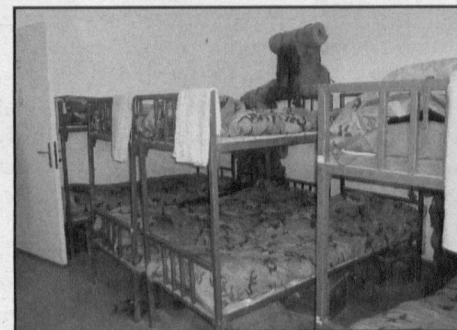
## Corps rebuilds old Russian bases

Article and Photos  
By Carolyn Vadino  
Afghanistan Engineer District

Remnants of former Soviet bases, with the shells of their buildings, bombed-out tanks, minefields, and left-over munitions, are scattered throughout the mountainous landscape in Afghanistan. In a country that has been at war for more than 20 years, it is a familiar scene.

The U.S. Army Corps of Engineers supports the Combined Forces Command mission in Afghanistan by upgrading and rebuilding those old Soviet bases for use by the soldiers of the new Afghanistan National Army (ANA). The goal is to rehabilitate enough facilities to house, feed, and otherwise take care of up to 70,000 ANA soldiers.

Building these modern facilities for the newly trained ANA has become a primary mission for the Afghanistan Engineer District. Sites now being built, and those completed since the start of the program, currently provide facilities for 56,000 troops at a cost of \$575 million.



The barracks at Kabul Military Training Center are spartan, but offer better accommodations than most new Afghan soldiers have ever experienced.

The program, which began in 2003, includes construction, rehabilitation, and refurbishing barracks, dining facilities, administration centers, clinics, motor pools, training ranges, and support facilities. It also includes building a military hospital, military academy, entrance processing station, and training center. The U.S., Taiwan, and the United Kingdom have funded the pro-

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## Insights

# Remember to give thanks every day

By Col. Mark Fentress  
Chaplain, U.S. Army Corps of Engineers

It is not widely known, but the first Thanksgiving celebration could have been held in Boston instead of Plymouth, Mass., if not for the wisdom of the colony's governor, William Bradford.

In the fall of 1620, the Pilgrims' first year in America, Capt. Miles Standish, Plymouth Colony's military advisor, led an expedition north to the site of present-day Boston Harbor. Their mission was to meet and make peace with the Wampanoag Indians.

Bradford had heard rumors that these Indians were a warlike people, and he wished to dispel any fears that they might have about the colonists.

Though it is recorded that the Indians first ran from the white men, Standish was able to show them he meant no harm. After eating with them and trading some gifts, Standish returned to Plymouth with a positive, upbeat report.

In addition, Standish was awed by the Boston Harbor location and suggested that it was possibly a better site than Plymouth. But Bradford was not receptive to the idea of relocating, reminding Standish of the blessings they had where they were.

Thus, the thought of moving was put aside, and the rest is history.

In the fall of 1621, the colonists threw a big party at Plymouth, not Boston Harbor. It was nearly a week of feasting to give thanks for a good harvest and survival (half the colony perished during their first winter). About 90 Wampanoag Indians joined the colonists in the revelry, including their chief, Massasoit.

Although this was a one-time event, and never

repeated, the celebration laid the foundation for our present Thanksgiving holiday.

Friend, many of us are like Capt. Standish, always looking for new blessings that may exist elsewhere – and missing the ones right where we live. David Meyers, author of *The Pursuit of Happiness: Who is Happy and Why*, described this human weakness this way... "Happiness seems less a matter of getting what we want than of wanting what we have."

So today, like William Bradford, humbly acknowledge the blessings you have right where you are, remembering the words of James, "Every good and perfect gift is from above." There may be other inviting harbors calling, but on Thanksgiving (and every day) pause to give your heartfelt thanks for the blessings God has sent you where you are. And never forget how blessed, fortunate, and lucky you are to be alive to enjoy the unceasing blessings He has literally poured out upon our lives!

**Prayer** — Thank You, Lord, for Your unceasing blessings and boundless love. Inspire us to share something of the great bounty we have received with others less fortunate than ourselves. We also lift up our brothers and sisters serving in harm's way overseas. Be a near and ever present strength to them and their families during this holiday season. **Amen.**

Have a blessed Thanksgiving!

In faith and friendship,

**Chaplain Mark**

(The opinions expressed in this article are those of the writer and do not reflect the official policy or position of the U.S. Army Corps of Engineers, the Department of the Army, the Department of Defense, or the U.S. government.)

## The real first Thanksgiving

*Our harvest being gotten in, our governor sent forth four men on fowling, that so after a special manner we might rejoice together after we had gathered the fruit of our labors.*

*They four in one day killed as much fowl as, with a little help besides, served the company almost a week. At which time, among other recreations, we exercised our arms.*

*Many of the Indians coming amongst us, and among the rest their greatest King Massasoit, with some ninety men, whom for three days we entertained and feasted. And they went out killed five deer, which they brought to the plantation and bestowed on our governor, and upon the captain and others.*

*And although it be not always so plentiful as it was this time with us, yet by the goodness of God, we are so far from want that we often wish you partakers of our plenty.*

**From a Letter**

**Written in 1621**

**By Edward Winslow**

Source: The Plymouth, Mass., homepage, <http://pilgrims.net/plymouth/>

## Commentary

# Today's young soldiers are remarkable

By Sunday Pearson  
Sacramento District

Sometimes, when one generation meets another, you get to see how much things have changed...and how much they have remained the same.

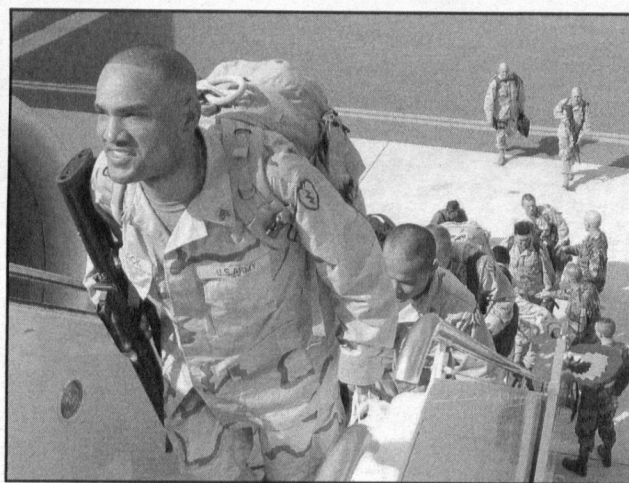
A few weeks ago, I attended my high school reunion just outside of Atlanta. Although I attended high school in Germany (class of '68), Atlanta was close to where several classmates live, so they hosted this year's reunion in the quaint German-style town of Helen, Ga.

We partied for three days and planned our next big reunion in Germany. My husband, Tore, always comments that my class reunions are more like family reunions. I guess that stems from the fact that we genuinely love one another and have similar roots. We're all Army brats and Baby Boomers.

A dangerous combination!

When the reunion was over, Tore and I drove to the Atlanta airport with two of my classmates who married each other. Alan Johnson, a recently retired major general, and his beautiful wife Elfriede now make their home in Colorado.

As we strolled through the airport, Elfriede brought



**Soldiers of the 25th Infantry Division (Light) board a plane for deployment to Iraq. (U.S. Army Photo by Sgt. Bradley Rhen)**

my attention to the first of many soldiers I saw that day. With the heart of a woman whose husband commanded thousands of troops during his career, she confided that she preferred to think of them as heading home, not to war.

But later I found out that those soldiers were, for the most part, heading to Iraq.

Our friends went home to Colorado Springs, and Tore and I waited for a couple of hours in the beautiful atrium of the airport for our flight to be announced.

I like to people-watch, and did so for a couple hours. I especially watched the young soldiers as they interacted with one another, chatted on cell phones, and grabbed a quick bite to eat.

If you have not seen these remarkable troops up close and personal, let me tell you, they are young...very young. Each soldier was well-behaved, clean-cut, and exuded a quiet confidence that belied their ages. Part of their confidence stems from the fact that they were deploying as a unit, with people they know and train with, people they must depend on and be accountable to in Iraq.

Their fresh faces reminded me of the kids we once were in high school. It seemed like only yesterday and yet, so long ago. Once, my generation was their shoes. We, too, shouldered the similar burden of a controversial war. Many of my generation lost their lives in Southeast Asia. Sadly, the same will hold

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## Commentary

# Corporate Lessons Learned offers a tool for Learning Organization

By Col. Roger Gerber  
Construction Engineering Research  
Laboratory

As the U.S. Army Corps of Engineers strives to become a Learning Organization, and to achieve the vision of USACE-wide access to lessons learned, we should take advantage of an existing capability that can capture our expertise and turn it into an enterprise-wide asset.

The Corporate Lessons Learned (CLL) architecture, developed by the Engineer Research and Development Center (ERDC), offers the flexibility to be incorporated into any business process and any old or new automated information system.

CLL allows employees to identify lessons learned, good work practices, and success stories as part of their regular work — just by pressing a button. Previously identified subject matter experts (SMEs) evaluate submittals to determine if they are truly useful lessons learned and, if so, enter them into CLL repositories where the information can be shared across all Corps work disciplines.

## Four components

CLL has four components:

- The lessons-learned module that allows the lesson to be submitted.
- A repository of specific lessons for a work process.
- Business process specifications describing how to create a sustainable repository.
- A registry ("smart yellow pages") that allows Corps-wide retrieval from all repositories.

The registry functions much like a Google search engine — it "knows" where to find information in a series of repositories and how to retrieve it. This process is much more sustainable than creating a huge database of "everything."

## Design Quality Lessons Learned

To date, our engineering and construction community has implemented the only CLL-compliant application — Design Quality Lessons Learned

(DQLL), which captures lessons in two ways. The first is during design reviews. As project stakeholders use the Design Review and Checking System (DrChecks), they can flag comments as lessons learned, which are then transferred from the review comment system directly into the lessons learned module as the design review is taking place.

Alternatively, lessons learned can be added directly into the lessons learned module at any time, which is useful during construction and for documenting after-action reviews. Users enter local and customer-specific criteria as related to the design of new facilities or retrofit projects.

A Corps DQLL steering committee serves as proponent. Individual districts can purchase annual support contracts at a minimal fee directly through the company that maintains, updates, and serves as Helpdesk for the program.

## Success

Currently 17 districts use DQLL with growing success as the repository expands.

Savannah District has used DQLL for two years in all of its designs. In-house staff and design architectural-engineer (AE) firms are required to query the DQLL database about the specific facility type being designed. Queries regarding a particular product, or about a design and construction process, are also input to determine whether any corporate knowledge exists. Corps design and construction personnel, customers, AE firms, or construction contractors can submit a lesson learned at any time.

The district's DQLL manager receives these lessons learned and forwards them to the appropriate reviewing authority. After review and approval of a lesson, it becomes a data point in the DQLL repository. Along with this input into the repository, the district's DQLL manager assigns someone to "sunset" the lessons learned — that is, to fix the reason the lesson had to be learned. The goal is to change the criteria that resulted in the need for a lessons learned...be it a local design manual, an installation design guide, a specification, or a technical manual.

## Sunsetting

Changes to the criteria are made so that the lesson learned is sunset, or removed from the DQLL repository, thus keeping the repository manageable and current.

Evaluation of pending lessons learned may be completed in several different ways, depending on the availability of local expertise. For example, division "Tech-13s" may be assigned to evaluate pending lessons across all districts within that division. For lessons learned associated with a project that has a related Center of Standardization, new submittals will also be forwarded to the point of contact at that center. In this way, local and national evaluations of the lesson are achieved simultaneously.

The objective of all these activities is to shorten the time required to update our standards and criteria. To this end, building linkages between lessons learned and processes that update standards is essential. Sunsetting requirements of a lessons learned can be submitted through the Criteria Change Request feature for final disposition as updated standards and criteria.

## Recommendations

Following a review of lessons learned activities across the government and private industry, ERDC's CLL system was identified as a Corps best-practice. In April 2001, the USACE Chief Information Officer officially required that all systems needing a lessons learned component be compliant with the CLL.

The CLL developmental effort was scheduled for three years, but funds were allocated for only the first year. CLL's architecture needs to be completed to provide full functionality, and then embedded into our other automated management systems as appropriate.

The CLL technical capability works great, but there are currently some inconsistencies across USACE in the way SMEs are assigned to review the comments and determine their disposition. We need standard processes and engagement by appropriate user groups to fully harness this tool.

SME user groups would determine which applications need to have CLL added and how to configure it to best fit into their business practices. This approach has worked successfully for DQLL in the engineering and construction domains, and should be the model throughout the Corps to ensure user satisfaction and buy-in.

## Frustration

To date, little to no demonstrable progress has been made toward creating repositories in other business areas that need CLL to share information across the Corps. There is a growing frustration within our workforce who sees a clear need to have this capability, but no indication that it will be forthcoming in the near future.

To capture, share, and exploit knowledge across the Corps business environment — to truly become a Learning Organization — we should coordinate these developmental efforts using the already sanctioned CLL architecture as the basis.

(Col. Roger Gerber commanded the Construction Engineering Research Laboratory when he wrote this article. He is currently in Iraq, commanding South District of the Gulf Region Division.)

# Soldiers

## Continued from previous page

true for this generation fighting in the Middle East.

On one of my trips into the women's restroom, I encountered two female soldiers. I was overcome with emotion as I realized they were likely the same age as my daughters. Their conversation indicated they were going into harm's way, and my heart was in my throat as I momentarily pondered how things might be different if moms ran the world...

One smiled at me, and I smiled back. She looked so much like my daughter, Sarah. I wanted to tell her how proud I was of what she was doing for her country, but I didn't. I was afraid I would start to cry.

Vanity aside, I wish I had done it anyway.

One of these young female soldiers was showing her comrade her new tattoo. "It says love and peace," she told her friend. The other giggled and said that she had been too afraid to get one.

As I watched their interchange, I prayed that God would protect them and that their generation would find the elusive love and peace that we Baby Boomers often sang about, but never found.

(The opinions expressed in this article are those of



1st Infantry Division soldiers in action in Sammara, Iraq. (U.S. Army Photo by Sgt. 1st Class Johanchares Van Boers)

the writer and do not reflect the official policy or position of the U.S. Army Corps of Engineers, the Department of the Army, the Department of Defense, or the U.S. government.)



# Iowa Bar, GRD makes lawyer's dream come true

By Mitch Frazier  
Gulf Region Division  
And Thomas O'Hara  
Omaha District

In the middle of the largest rebuilding effort since the Marshall Plan, a cyberspace link joined Iraq with a Midwest government office, and a young woman from Iowa took the oath of the legal profession. Friends, family, and co-workers were virtually present on both sides of the globe.

Ever since high school, Council Bluffs native Melissa Head has wanted to be a lawyer. She dreamed about the day the results of her bar exam would place her into the ranks of America's practicing lawyers.

But she never imagined it would be like this.

Head, now a 25-year-old realty specialist with Omaha District, received her results in Baghdad where she currently serves with Gulf Region Division (GRD).

"I took the bar exam two weeks before I deployed," Head said from her Baghdad office. "I found out I was leaving while I was studying for the exam, so I was excited to get the results."

But passing the bar exam was only part of the process for Head to join ranks of the Iowa Bar Association. Next she had to be personally sworn in by a state justice.

Iowa is one of a few states which require new lawyers to physically be present to take their oath of service — a requirement that at first seemed would prevent Head from taking her next step until after her Iraq tour was completed.

But legwork by her colleague, Bob Sundberg, counsel for GRD, and members of the Iowa judicial community created the possibility for Head to meet her obligation by using video teleconferencing.

"These are such special circumstances, and she's performing such a special duty for our country that, with this virtual conference technology, we felt this met the spirit of the personal commitment, and we decided to go forward with her ceremony in this way," said Justice Michael Streit, who administered the oath to Head.

Although delayed briefly by technical difficulties, the applause from both ends of the world resonated in the Iowa conference room as the seasoned court justice and promising young lawyer spoke for the first time.

"I'm pretty sure you're the first lady sworn into the Iowa Bar in battle fatigues," said Streit, getting a laugh in both Iowa and Iraq.

Nick Critelli, president of the Iowa State Bar Association, opened the conference call with brief comments supporting Head and promising her a warm welcome when her mission in Iraq is complete. "On behalf of the Iowa Bar Association, welcome and know we can't wait to hold a dinner in your honor when you return," Critelli promised.

With her grandparents, George and Gwendolyn Head, her brother, Erik and her mother, Karen Head in attendance on one side of the world, Melissa Head



Via video teleconference, Justice Michael Streit in Des Moines, Iowa, swears Melissa Head in Baghdad into the Iowa Bar Association. (Left photo by Thomas O'Hara, Omaha District. Right photo by Robert Sundberg, Gulf Region Division)

raised her right hand on the other side and began the next chapter of her young life.

Although the Streit had sworn in 180 other members into the Iowa Bar Association the day before, this one was particularly special.

"Your role and service to our country in Iraq speaks loudly to your willingness to on take responsibility, and speaks loudly of the family and schools you come from and the profession of law you now enter," said Streit.

After oath ceremonies completed, a little time remained on the 30-minute satellite call to allow family members to extend their congratulations, and for Head to reflect on her seven-year journey.

"A part of me wishes I was home now to celebrate this accomplishment with my family and to begin my career as an attorney," said Head. "However, this opportunity to serve my country over here has been nothing but positive and fulfilling. I'm just hoping I will be able to use my new status as an attorney over here with the Corps to do some legal work to help the Corps, the Soldiers, and the Iraqi citizens."

Balancing the commitments of a full time work schedule and full time law school was demanding on the young realty specialist. "It was busy," Head said. "But it wasn't too bad. The Corps allowed me to use flextime and go to school during the day as long as I



worked my eight hours. It was a lot of time management."

Head credits tremendous support from her real family, and Corps family, in helping her complete this journey. "I would especially like to thank my mom, as she was always the one willing to do the extra little things for me when I didn't have the time or just needed a break."

Head, a graduate of Buena Vista College and Creighton University Law School, made the daily two- to three-block trek from her downtown Omaha office to the Creighton campus for the past three years as she completed her law degree.

Head deployed to Baghdad Aug. 18. She had volunteered to serve with the Corps' Forward Engineering Support Teams months before, but received the call to deploy days before she took the bar exam in Omaha.

"My long-term goal is to be a judge," she said. "But right now I just want to start practicing law."

Head is slated to return to Omaha in December and will seek opportunities to practice then. "If it works out, I would like to continue to work for the Corps as an attorney through either a direct hire or through the Corps Honors Attorney program."

"The dedication and service displayed by Melissa gives me great confidence in the future of Iowa's lawyers," said Streit.

## Artist turns brownsfield ideas into color illustrations

Article by Candice Walters  
Headquarters  
Photos by Alan Dooley  
St. Louis District

The popular "Got milk?" advertising campaign is familiar in American pop culture. The U.S. Army Corps of Engineers posed a different version of the slogan at the 2004 Brownfields Convention in mid-September. The Corps asked participants "Got a Vision?"

And the response was a rousing "Yes, and let me tell you about it!"

From Sept. 20 through 22, conference attendees stopped by the Corps' exhibit to describe their vision of what a sustainable community should be. Then an artist hired by the Corps sketched their vision.

"He's great," said Linda Davidson about Brian Borrello, the artist. "He takes your ideas, gives you some ideas, and then you come up with a vision. Having this drawing will go a long way toward helping others see what we see."

As part of the visioning process, participants described their ideas to Borrello, who sketched and painted a rendering of what they described. It was



Brian Borrello makes a drawing of Michelle Gagnon's environmental ideas.

then scanned into a computer and the participants received their original drawing back, along with a copy printed on a "Vision to Action" tool that they could take back to their communities to plan their next steps.

Corps employees who staffed the exhibit worked with the participants and observers to discuss ways the Corps could use its authorities and programs to address the opportunities identified in the visions.

## Plan will guide Corps' future actions

By Bernard Tate  
Headquarters

No matter where you're going, it's always a big help to have a plan for how you'll get there. That's the basic idea behind the Integrated Strategic Plan of the U.S. Army Corps of Engineers.

The Government Performance & Results Act (GPRA) of 1993 required all federal agencies to have a strategic plan and strategic measures to execute it. The civil works program wrote the Corps' first strategic plan. (See *Engineer Update*, May 2004.)

"The Corps of Engineers has two authorities that we operate under," said Kristine Allaman, Strategy and Integration Director. "One is the civil works authority, so we're looked at as sort of a separate agency from that perspective. We report directly to the Office of Management and Budget and do a separate budget on the civil works side. So civil works started its document a couple of years ago. It was the first one done, and it's a stand-alone document."

"On the military programs side, we're part of the Army, which is a part of the Department of Defense," Allaman continued. "DoD is putting together its own strategic plan using the general principles of the Quadrennial Review."

### One organization

About 18 months ago, Lt. Gen. Robert Flowers, then the Chief of Engineers, said that, since civil works had a strategic plan, the rest of the Corps' business lines (military programs, research & development, and real estate) should have strategic plans as well.

"So military programs started working on a strategic plan, then R&D started one, and real estate developed its own," said Allaman. "Then USACE 2012 came along and real estate got folded into military programs. And it didn't make sense to have all these separate plans standing alone, without also linking them together. We're one organization, so we should have an overall strategic plan."

"That's when we got tasked to write the Integrated Strategic Plan," said Allaman.

### National Security Strategy

The plan was published last February, and strategic planner Paul Seguin did most of the writing.

"What we did was link everything together," said Allaman. "If you look on the first page, we took the Spectrum of Operations from peace to war from the USACE Vision. Then we went to the tenets of the National Security Strategy (NSS), which are printed on page two, and we said, 'That looks a lot like what we're doing across our business lines.'"

"We could see things that we do that link into the NSS tenets," said Allaman. "Whether it's from an economic standpoint on the civil works side keeping the waterways open, or national security in the emergency management side, or on the military side with our military construction mission, or research and development, which supports all those things."

### Integrating elements

"We thought it was important for our strategy to cascade down from the national strategy," said Allaman. "On the third page, you can see that we developed a set of USACE strategic planning principles that link almost one-for-one with the National Security Strategy tenets. Those elements also came out of our four individual strategic plans — civil works, military programs, real estate, and R&D. There were many similar elements in each of them."

The new plan drew together and integrated many elements from the strategic plans of the other business lines.

"So, for example, we have strengthening partnerships in there, because everyone talked about needing good relationships with key strategic partners," Allaman said. "We might have different partners, but we all recognize the need for strategic relationships. And everyone said that we need to maintain our technical expertise, because we still want to be the Corps of Engineers."

"So this became a truly integrated plan," said Allaman. "We didn't go through and change anything; we simply took what was there, synthesized it into a document, and put it under the general National Security Strategy tenets."

### Basic tenets

The Corps Integrated Strategic Planning Tenets are:

**Planning with a Capabilities-Based Approach:** Like DoD as a whole, we intend to prepare for the future by employing a comprehensive, capa-

bilities-based, concept-driven strategic planning process. We must plan for the uncertainty in our future rather than focusing too narrowly on those developments we consider most likely.

**Strengthening Partnerships:** Current DoD and Army doctrine emphasizes joint operations and mutual interdependence. We intend to reflect this in planning for providing coordinated joint engineering services within DoD.

**Maintaining a broad portfolio of Engineering Services:** We do not know the exact nature of the missions that will be assigned to us in the future, but based on the experience of many decades, including current events, it is prudent to anticipate that they will run a large gamut of public engineering services.

We believe it incumbent upon us to maintain the technical edge to be a world-class public engineering organization in multiple disciplines. Besides engineering specialties, it also includes high-level expertise in fields ranging from the natural sciences to real estate acquisition, financial management, environmental law, and federal procurement.

This in-house technical capability will be complemented by the ability to effectively contract for and manage additional capabilities in the private sector.

**Transforming the Corps of Engineers:** Dramatic changes are accelerating in society, technology, and government. There are no current indications that this trend is abating, so to remain a valuable asset to the nation, we must engage in continual improvement and adjustment to changes in the larger world. We must transform ourselves into a Learning Organization that is adaptive, flexible, and responsive.

**Preparing for Emerging USACE Strategic Uncertainties:** In a world filled with many uncertainties, we must maintain a strategic focus on existing and pending changes. Although it is not possible to predict all future developments, it is reasonable to anticipate changes where current evidence suggests new trends. Thus, we anticipate changes to our assigned mission areas in the years ahead.

### General plan

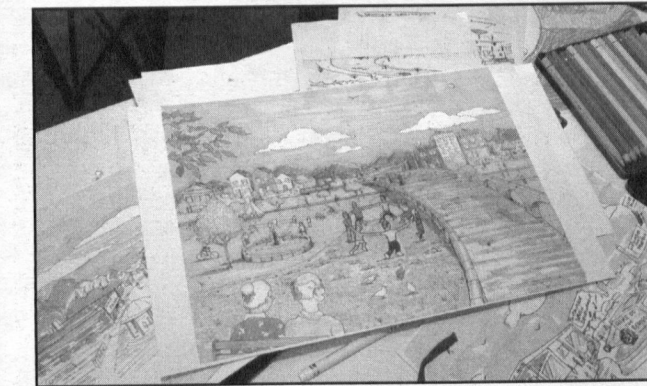
"The average person in the Corps of Engineers may read the Integrated Strategic Plan and say, 'Well, this stuff is too pie-in-the-sky. It's too big and overarching,'" said Allaman. "That's OK, because it's not intended to be an action plan. It's intended to be a general guide that says that our organization is aware of our external environment and the situations going on around us in the world, and that we're thinking about them and keeping ourselves ready to deal with those kinds of situations."

"In the civil works area, we will still keep that individual, separate plan," said Allaman. "We felt it was important to keep the civil works plan separate because of GPRA. But a person can read this overall strategy, and they can see the civil works elements."

"And this is a living document," Allaman concluded. "As time goes on, we will review our Integrated Strategic Plan to make sure that we're still linked with the National Security Strategy, and keeping up with the changes in the world."

Lt. Gen. Carl Strock, the Chief of Engineers, also emphasized that the Strategic Integration Plan is a living document. During the Transition Conference Oct. 13-14 at Fort Belvoir, Va., Strock said, "We plan to make revisions in the plan in the coming year. Not wholesale changes, but updates — minor changes."

The USACE Integrated Strategic Plan is available online at <http://ftp.hq.usace.army.mil/CEPG/USACE%20Strategic%20Plan/>. The CW Strategic Plan is available online at [http://www.usace.army.mil/inet/functions/cw/hot\\_topics/cw\\_strat.pdf](http://www.usace.army.mil/inet/functions/cw/hot_topics/cw_strat.pdf)



The artist turned ideas about environmentally sustainable communities into full-color art.

The visions also were placed on a display board and connected with others displayed there to highlight street-level, community, regional, or global relationships, said James Waddell, chief of the Corps' Business Management Division in South Atlantic Division, who led the interactive visioning exhibit.

"Through this process participants were shown a way of connecting people and communities together



HRCorner

# Assistance available for wide range of problems

The U.S. Corps of Engineers is committed to caring for our most valuable resource — our people. The Corps recognizes that problems of a personal nature can adversely affect an employee's job performance, conduct, and health. The Corps also recognizes that most problems can be dealt with successfully when identified early and referred to experts for appropriate care.

The Employee Assistance Program (EAP) is designed to deal with a broad range of problems, including:

- Alcohol and drug abuse.
- Emotional and behavior disorders.
- Family and marital discord.
- Child and elder care problems.
- Family illness.
- Financial and legal difficulties.
- Prevention of and intervention in workplace violence.
- Employees returning from deployments to disasters or war zones.
- Dealing with stressful work situations such as workforce restructuring.

The objectives of the EAP are to assist employees who either request assistance or who have been identified as potentially having problems that adversely affect work performance and/or conduct.

After an employee meets with an EAP counselor, the counselor may refer him or her to an appropriate healthcare provider, or to established community-based resources for treatment and rehabilitative care. The EAP does not itself provide treatment or continued counseling, nor does it replace the day-to-day counsel-

ing responsibility of managers and supervisors.

EAP is available for employees who have alcohol and/or drug problems and who are seeking rehabilitation and the opportunity to become fully productive members of the workforce.

Managers and supervisors are urged to become familiar with the EAP and to make referrals and/or recommend to employees that they seek help through the EAP. Participation in the EAP is voluntary and, ultimately, it is the employee's decision to participate.

Besides substance abuse problems, EAP provides comprehensive counseling and referral services to help employees achieve a balance between their work, family, and other personal responsibilities. Job effectiveness can be adversely affected when employees are faced with mental or emotional problems, family responsibilities, financial or legal difficulties, or dependent care needs.

Matters discussed with an EAP counselor are kept confidential. Privacy is protected by strict confidentiality laws and regulations, and by professional ethical standards for counselors. The details of discussions with the counselor may not be released to anyone without the employee's written consent.

A telephone call is normally all it takes to make an appointment with an EAP counselor. EAP operating hours usually are flexible so the employees can make appointments before, during, and after work.

For specific information on hours of operation and procedures for making appointments, employees and managers alike are encouraged to contact their Civilian Personnel Advisory Center.

## New technology creates detailed models from maps

By Karen Roberts  
Topographic Engineering Center

Anyone who has ever tried to read a map covered with lines and symbols knows the frustration of wanting to see it in a simple, three-dimensional form.

That is now possible.

The Topographic Engineering Center (TEC) recently acquired technology to produce durable, three-dimensional models from digital data and imagery.

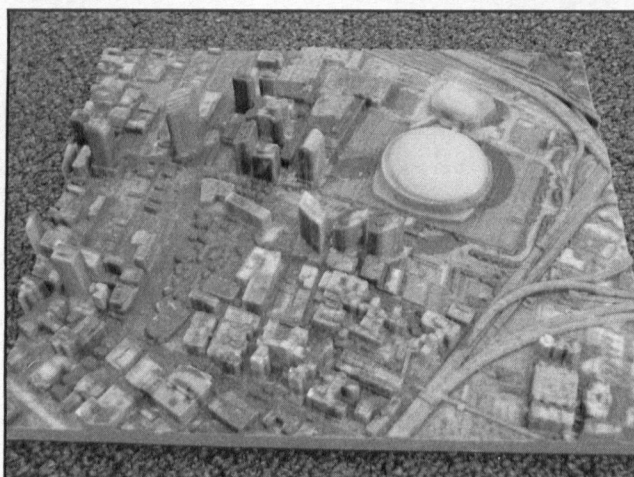
"When you look at a topographic feature on the ground, you see it differently than you do when looking at the contour lines on a map," said Jeffrey Popp of the TEC operations team. "A 3D model allows you to visualize the terrain without being there."

Terrain modeling uses commercial technology, the Z Corp. Model Z810 3D printer. It is primarily used for modeling, functional testing, and metal casting. One of the original uses was creating models of artificial hearts. TEC is among the first to adapt this technology to geospatial applications.

Recently, TEC created a model of the Mississippi River near New Orleans. The model used data from sonar scans to model the riverbed, including depicting more than 20 submerged wrecks along the shore.

TEC also built a detailed model of downtown New Orleans from high-resolution aerial photography.

A single model takes from two to eight hours to produce, depending on size and complexity. Watching the 3D printer in action is kind of like watching a laser printer, except instead of printing a flat image it



**This model of New Orleans was made from aerial photos. The mottled look is the colors as they appeared in the photos. (Photo courtesy of TEC)**

is laying down plastic layer-by-layer.

Once the model is finished, it is fragile and porous, but can be handled carefully and examined for flaws.

If the model passes inspection, it is allowed to dry, then infiltrated with plastic resin for durability.

"The benefit of a hard-copy map is that it helps you visualize an area and make solutions from something tangible," said Julie Kolakowski of the TEC operations team. "We want to take mission planning to another level by allowing decision-makers to gather around a model rather than a computer screen."

## Tribal Liaisons hold first meeting

By Georgeie Reynolds  
Headquarters

Our work brings the U.S. Army Corps of Engineers into frequent contact with Native American nations, which means that the Tribal Liaison officers have important, high-visibility jobs. But they have worked in isolation from each other, until the Corps' first annual Tribal Liaisons meeting Sept. 21-23 at Headquarters.

Thirty USACE Tribal Liaisons from 17 districts and three division offices attended the event. They had two reasons for getting together — to meet one another, discuss the future of USACE's Tribal Program, and to attend events marking the opening of the National Museum of the American Indian (NMAI) in Washington, D.C.

The USACE meetings were part of a week-long celebration of Native Americans in Washington, D.C., beginning on Sept. 19 with a ceremony at the Pentagon dedicating the Healing Totem Poles presented by the Lummi Nation of Washington State. The totem poles, now at the Congressional Cemetery, commemorate Sept. 11, 2001, and symbolize the nation's ongoing healing process.

Lt. Gen. Carl Strock, Chief of Engineers, represented the U.S. military and delivered brief remarks, noting especially the patriotism of Native Americans. There are a greater percentage of Native American veterans than any other minority in the U.S.

Before their formal meetings began, the Tribal Liaisons also attended opening ceremonies for the new museum on the morning of Sept. 21. Perhaps the most stirring event was the Native Nations Procession from the Washington Monument to the new museum. Thousands of tribal members in traditional regalia marched, danced, and sang in a procession almost three hours long. It was the largest gathering of Native Americans in the history of Washington, D.C.

The meetings began in the afternoon immediately after the NMAI opening ceremonies. Maj. Gen. Don Riley, Director of Civil Works, gave the opening address, speaking about the role of Tribal Affairs in the Corps' new USACE 2012 organization. George Dunlop, Deputy Assistant Secretary of the Army (Civil Works), also addressed the group about the need for the program.

Sessions included issues with tribes from Canada to Mexico, enhancing program visibility, and fulfilling federal trust responsibilities. Glynn Alsup, Tribal Liaison officer from Los Angeles District, gave a presentation on partnering with the Navajo Nations.

The Tribal Liaisons also witnessed a signing ceremony between Dunlop and Joe Shirley, Jr., President of the Navajo Nation. Under the agreement, the Corps will assist the Navajo Nation in a flood plain study on the Navajo Reservation in the Four Corners region of Arizona, New Mexico, and Utah. The Corps will provide technical, planning, and design assistance for watershed management, restoration, and development. This is the Corps' first such partnership agreement with the Navajo.

The workshop ended with the Tribal Liaison officers touring the new museum.



# Around the Corps



**Lt. Gen. Carl Strock, Chief of Engineers, signs the new partnering agreement between the Corps and the American Institute of Architects. Looking on are Eugene Hopkins, AIA President, and Chris Hinton-Lee, Chief Architect of USACE.**

## Architects partnership renewed

"Building an alliance with our private sector community-of-practice team members is critically important for the synergy required to bring forth the best solutions as we address needs of the nation and of our armed forces," said Chris Hinton-Lee, Chief Architect of USACE. "We want all the best ideas on the table, not just some of them."

On Sept. 28 at the American Institute of Architects headquarters in Washington, D.C., the AIA and the Corps signed a new partnering agreement to formalize such an alliance. This signing by Chief of Engineers Lt. Gen. Carl Strock and AIA President Eugene Hopkins comes 10 years after the two organizations penned their first agreement.

"Although the partnership agreement has been in existence for only 10 years, the Corps has always relied heavily on our nation's architects and their commitment to design excellence," said Strock. "It's the architect's creative strength that translates into quality, enduring, and environmentally sustainable designs that support the nation and the armed forces."

Hopkins said, "Ten years ago...the relationship between our organizations might have been described as lukewarm at best. There was a sense on both sides that architects and engineers spoke different languages. The 1994 agreement gave us the chance to begin speaking the same language. We drafted this new agreement not to improve upon the one signed in 1994, but to build on its success."

The new agreement highlights key goals shared by both organizations, including:

- Design excellence in the nation's public and civic buildings and facilities.
- Promoting qualifications-based selection.
- Developing educational, training, and apprenticeship programs that allow partnering between AIA and Corps people.

Together, the two organizations have increased training opportunities and professional development, and continue to promote design excellence.

"We view this partnering agreement not as 'topping off' our relationship, but as a foundation on which to build," Hopkins said. "This agreement has shown that the public and private sectors can work together for the common good."

## Service to America awards

National leaders from government, business, Hollywood, and the news media gathered in Washington, D.C., on Sept. 28 to honor the eight recipients of the 2004 Service to America Medals. The award honors the finest achievements of federal employees across the country.

The awardees represent eight federal agencies — the Corps, FBI, State Department, Department of Energy, FEMA, National Institute of Standards & Technology, U.S. Immigration & Customs Enforce-

ment, and the Federal Trade Commission.

The Corps' winner was Stephen Browning, Director of Regional Programs in South Pacific Division. Browning was one of the first senior civilians to volunteer to serve in Iraq, and one of the few civilians on the initial reconstruction team. After combat operations ceased, Browning deployed to Baghdad where he was Senior Advisor to the Ministries of Health, Religious Affairs, Transportation, and Communications.

In Aug. 2003, Ambassador Paul Bremer selected Browning to be the Coalition Provisional Authority's Deputy Director for Infrastructure, and Senior Advisor to the Ministry of Electricity, where Browning led U.S. efforts to help Iraqis rebuild their electrical infrastructure. He eventually served in Iraq longer than any other U.S. civilian.

## Fox Lock & Dam transferred

Detroit District successfully completed the Corps' largest single lock and dam transfer by turning over the Fox Locks to Wisconsin. After extensive negotiations between Corps and state officials, the transfer took place at the Appleton Lock and Dam near Green Bay. The official transaction included an \$11.8 million lump-sum payment from the Corps to rehabilitate and restore the locks.

"The Fox Locks are an important part of Wisconsin's past, and today's transfer guarantees the locks will be an important part of our future," said Gov. Jim Doyle. "A rehabilitated system of locks will offer the opportunities for navigation and recreation necessary to attract tourism and spur riverfront renewal."

With this transfer, Detroit District turned over more than 140 acres of land and 70 historic buildings including the lock master dwellings, shelters, garages, sheds, repair facilities, and assorted administrative buildings, along with a navigation system that contains 17 locks, two guard locks, numerous channels, and four harbors.

Wisconsin will lease the locks to the Fox River Navigational Authority, which will be responsible for rehabilitating, managing, and operating the locks. The Corps will continue to operate and maintain the dams from Lake Winnebago to Green Bay to fulfill its water regulation responsibilities.

## State Department Award

Two people from the Corps received an award from the Department of State (DoS) on Nov. 10. Dwight Beranek, Deputy Director of Military Programs, and Larry Robinson, Logistics Management Specialist, were part of the 13-person Iraq Facility Team, which received a Meritorious Honor Award during the DoS' Overseas Buildings Operations Award Ceremony.

The team was organized last January to plan and execute the security and other facility improvements required to make the transition from the Iraq Coalition Authority to Embassy Baghdad by July 1. On an extremely accelerated schedule, this team provided safe, functional facilities for more than 2,000 people, currently the largest U.S. Embassy.

## Quality award

A Small Business Research Innovation (SBIR) initiative sponsored by the Topographic Engineering Center recently received a fiscal year 2004 Phase II Quality Award. The Project was "Bare Earth Models & Feature Extraction from Light Detection & Ranging (LIDAR) Technologies."

Spectrum Mapping, LLC applied several innovative approaches supported by its LIDAR Mapping and Analysis System (LID-MAS) software. Features such as bare earth, buildings, vegetation, and roads can be extracted and exported from various terrain tasks. These include Homeland Security urban-based

datasets and military applications, such as Military Operations on Urbanized Terrain, mobility, line of sight/visibility analyses, and 3-D visualization.

## Competitive sourcing update

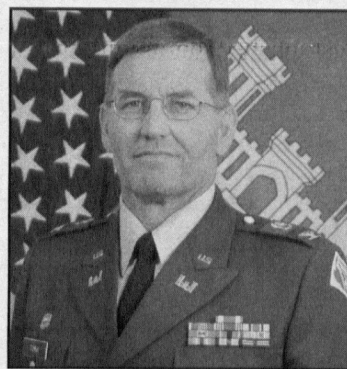
**Professional Development Service Center (PDSC)** — On the advice of the Strategic Sourcing Program Office, the Deputy Commanding General has taken the PDSC off the competition schedule. A risk analysis demonstrated that a competition would produce few, if any, efficiencies or economies. Except for one position, the PDSC receives no direct funding and depends totally on reimbursement by customers using its services. Instead, a management study will be conducted to identify productivity improvements.

**Information Management/Information Technology (IM/IT)** — The Performance Work Statement (PWS) team has collected the majority of IM/IT workload data from around the Corps. The customer review team reviewed the PWS, and the team's comments will be reviewed and incorporated into the PWS as appropriate. The draft PWS will be published for public review and comment on Nov. 10.

**Directorate of Public Works (DPW)** — The PWS team is working towards a public review date of the DPW PWS in mid-November.

## Reservist commands district

For three-and-a-half months, Col. David Turk, an Army Reservist, commanded Los Angeles District, a rare posting for a Reservist.



**Col. David Turk**

Turk got the assignment when the previous commander, Col. Richard Thompson, deployed to Baghdad in June. His replacement, Col. Alex Dornstauder, wasn't scheduled to arrive from Iraq until the end of September. Brig. Gen. Joseph Schroedel, South Pacific Division commander, selected Turk to fill the gap.

Turk said his selection "sent a message to the Reserve community: 'We are one Army.' They could have brought in somebody else. But given the opportunity, the general didn't shy away."

"I simply had confidence in his abilities, and felt the district would respond to his leadership," Schroedel said.

Turk's term as commander was scheduled for five weeks, but lasted nearly five times that long. Besides the usual day-to-day missions performed by L.A. District, the end of the fiscal year loomed, adding urgency to get things done on time and on budget.

One immediate problem was to upgrade the district's recruiting center program. Within three weeks, Real Estate Division, which buys or leases land for new recruiting stations, had elevated the program's status to gold, a ranking reached for only the second time in district history.

Other achievements included:

- The district got a 100 Percent Award for work on the Davis-Monthan Air Force Base apron expansion in Arizona.
- Resource Management moved from a "Red" rating to "Green" in a short time.
- Planning Division did impressive work on the Matilija Dam removal project.

After Los Angeles, Turk returned to Europe for the eighth time, where he is now watch officer in the Joint Operations Center of the European Command at Stuttgart.



# Progress

Continued from page one

headed New York District before reporting to Kabul a few months ago, brings a New Yorker's streetwise sensibility to his current job. With a seemingly endless supply of quips and one-liners, he keeps a contingent of about 50 Corps employees at the district office in good humor and focused on the job at hand.

"It's not really that different here than back in New York, dealing with labor unions, politicians and special-interest groups," he said with a grin and a wink. "It's very important to know everybody but trust nobody."

Late last month O'Dowd briefed the Chief of Engineers, Lt. Gen. Carl Strock, who visited Afghanistan for a status report. In his first visit back to the country since becoming the new Chief of Engineers, Strock met with State Department and U.S. Agency for International Development (USAID) officers, toured new Afghan National Army (ANA) installations, and met with U.S. field commanders.

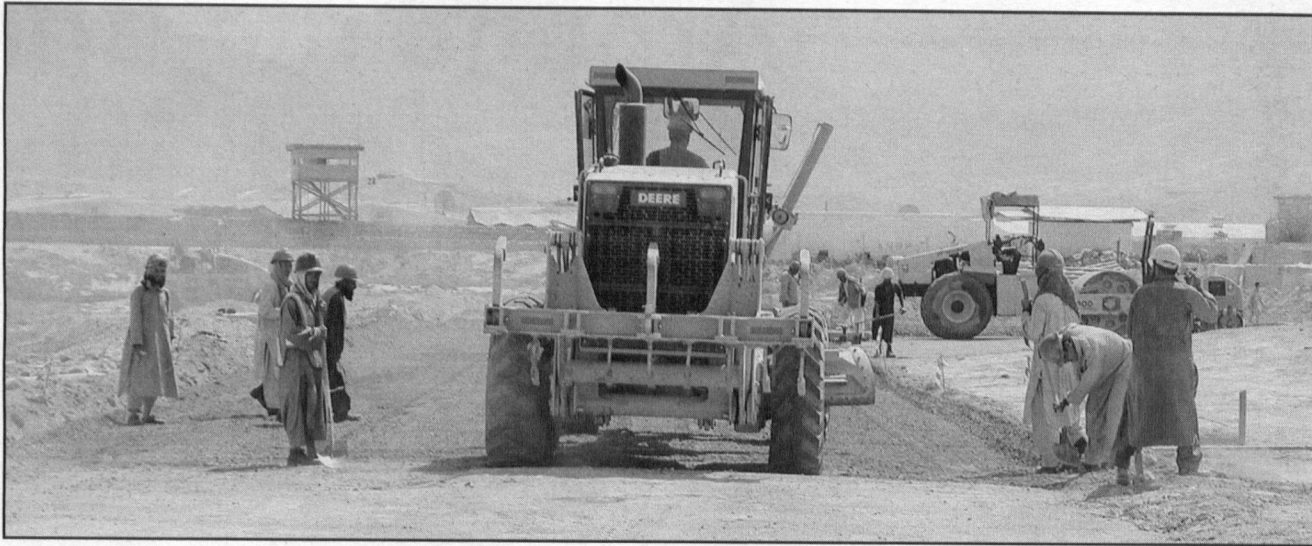
O'Dowd and others say that in many ways the situation in Afghanistan is better than in Iraq. The number of U.S. troops is smaller, 17,000 versus 130,000. The Afghan public, at least in Kabul, seems to regard the Americans more as peacekeepers than as occupiers. There is a broader support base from the U.N. and nongovernmental organizations (NGOs). As time passes, Afghan President Hamid Karzai seems to be consolidating power, although his move to replace Herat governor and strongman Ismail Khan triggered riots in the provincial capital on Sept. 12.

The coordination among the Corps, the State Department, and the host government ministries seems tighter in Kabul than in Baghdad.

"I've got people in the embassy, working with the NGOs, with USAID, with the Afghan ministries, and the provincial chiefs," O'Dowd told Strock.

Provincial elections in October will indicate whether the U.S. is gaining traction with its efforts at crafting stability based on ballots instead of bullets. The foundation underlying the new Afghanistan, though, is based on military strength. Mid- to long-range plans involve building roads, clinics, and schools, and developing hydropower and natural gas reserves. But the most immediate goal is rebuilding the ANA.

At opposite ends of Baghdad are two ANA bases in their final stages of construction. The Russians abandoned Pol-E-Charki and Daraulaman when they left in 1994, and now the rundown posts are getting multimillion-dollar makeovers. The contrac-



**Afghan construction methods are labor intensive, bolstered by heavy equipment. (Photo courtesy of Engineering News-Record)**

tor force includes Washington Group International Inc.; Perini Management Services Inc.; Contrack International Inc.; and RSEA; all subject to Corps of Engineers project management and quality assurance.

The bases, already occupied in part, will eventually house about 8,000 ANA troops. Old structures are gutted and rebuilt, but most construction is new. In addition to barracks, dining facilities, motor pools, and administration buildings, each base has its own power generation and water and sewer systems.

Construction is a challenge in this remote corner of the world. Site preparation, for instance, requires new skills. Dawn Pisarski, a Corps civilian volunteer from Baltimore District, has become an expert in unexploded ordnance (UXO) clearance. She led a team that found 4,000 UXOs at Pol-E-Charki in an area that had already been swept three times.

One goal is to provide jobs for as many Afghans as possible. The local population is good at stone and masonry work, but limited in other craftwork. Each contractor has its own talent pool of workers who are willing to live in a labor camp in a combat zone and work for \$3 to \$5 per day. Perini draws on Turkish, Pakistani, and Indian workers to handle mechanical, electrical and concrete work.

Contrack International started its own apprentice school. Every four to six weeks, 75 graduates join the work force. The company is extending the program to the ranks of the disabled, currently teaching 21 deaf students the rudiments of electrical and mechani-



**Lt. Gen. Carl Strock, Chief of Engineers, talks with his point-man in Afghanistan, Col. John O'Dowd. (Photo courtesy of Engineering News-Record)**

cal engineering, plumbing, and masonry.

There are still bumps on the road. One morning last month, Joe Haugen, Corps project manager at Pol-E-Charki, told one contractor that a substandard roof must be replaced, then mediated a dispute in which an Afghan soldier had slapped a contract worker. A few days earlier, another soldier in a 2.5-ton truck had run over a worker.

"We fight the 'Insh'Allah (If God wills) attitude' everyday, but the quality of construction we're getting here is better than in Iraq," Haugen said.

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## Russian bases

Continued from page one

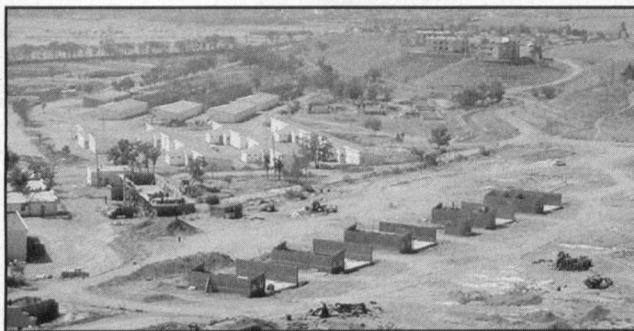
gram to date.

"The Afghan National Army program is a critical component to our strategy to establish a safe and secure environment in Afghanistan that is free of terrorism," said Col. John O'Dowd, commander of AED. "The all-volunteer ANA has proven in the field its dedication to the future of Afghanistan. The Corps is honored that our engineering experience, gained in accomplishing our civil works and military construction program back home, is providing these dedicated soldiers with the quality facilities they deserve."

Besides creating comfortable living conditions for the ANA, the Corps manages the construction of power plants, water supply, and wastewater treatment facilities for each site. The new bases are located in key areas such as Kabul (Pol-e-charki, Darualman, Kabul Military Training Center), Herat, Gardez, Kandahar, and Mazar-e Sharif.

Combined, the installations total 1,300 acres with more than 600 major structures. Seven sites are under construction.

"This is the first time in the history of Afghanistan that we have the infrastructure, the barracks, and the headquarters in one installation," said Brig. Gen. Mohamad Akhtar Hamdam, the ANA's garrison com-



**The Second Brigade barracks and motorpool are complete at Pol-e-charki Army Base, with new construction in the foreground.**

mander at Darualman. "We're very pleased to have facilities similar to those used by other military all around the world."

There are about 3,000 ANA soldiers at Darualman. According to Hamdam, they are from all over the country, some from such remote and faraway places that they have never lived with running water or electricity. As commander, once the soldiers transition to Darualman, he ensures they are trained on how to properly care for themselves and their new surroundings.

"Our government prepared all the facilities for complete use, so an incoming soldier does not have to worry about food, cold, or heat," said Hamdam. "They're able to come here and just work."

"Our army is here to serve the nation and the people of Afghanistan," Hamdam added. "It is all connected directly to each other. The infrastructure that serves the ANA serves the nation of Afghanistan."

Before starting construction, the Corps oversaw the de-mining and removal of unexploded ordnance (UXO) left over at each site. According to the U.N. Mine Action Centre in Afghanistan, there are more than 872 square kilometers (about 540 square miles) of suspected mined land, and an additional 450 square kilometers (about 279 miles) of land thought to be contaminated by UXO, making Afghanistan one of the most hazardous countries in the world.

The Corps has deployed more 1,700 civilian and military volunteers to help support the armed forces in the war on terror in Afghanistan and Iraq. Currently, there are more than 80 Corps personnel working in Afghanistan. The ANA program is one of several ongoing initiatives spearheaded by AED.

(This article includes information from a Combined Forces Command-Afghanistan news release.)